



COPS Application

Community Oriented Policing Services

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COPS Solicitation for the Development of Tools and Products to Enhance Community Policing and Problem Solving

**U.S. Department of Justice
Office of Community Oriented Policing Services**

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COPS Solicitation for the Development of Tools and Products to Enhance Community Policing and Problem Solving**I. Introduction**

The Office of Community Oriented Policing Services (COPS) is seeking proposals to fund the development and dissemination of information, guidelines, tools, and products to facilitate the implementation of community policing and problem solving. This solicitation provides background on the COPS Office and its grant programs. It also outlines the purpose of the solicitation and the needs it seeks to address, and identifies issues to be discussed by applicants seeking to provide services under grants or cooperative agreements. Areas of interest to the COPS Office include community policing and collaborative problem solving, organizational transitions, and uses of technology to advance community policing. This solicitation is being announced as an open competition. Awardees will be expected to begin work immediately upon selection.

II. Background

On September 13, 1994, President Clinton signed into law the Violent Crime Control and Law Enforcement Act of 1994 (Pub. L.103-322). Title I of the Public Safety Partnership and Community Policing Act of 1994, authorizes the Attorney General to make grants to States, units of local government, Indian tribal governments, other public and private entities, and multi-jurisdictional or regional consortia thereof to increase police presence, to expand and improve cooperative efforts between law enforcement agencies and members of the community, to address crime and disorder problems, to support innovative community policing projects, and to otherwise enhance public safety.

Since 1994, the COPS Office has awarded grants to more than 11,300 policing agencies across the country. The COPS Office has funded the hiring of officers, the redeployment of officers through the purchase of technology and the hiring of civilians, and a variety of innovative policing grants to combat crime and enhance public safety. Innovative grants include, for example, funding to foster collaborative problem solving between policing agencies and community-based agencies or schools, and partnerships between policing agencies and domestic violence programs. The COPS Office has also funded the creation of Regional Community

Policing Institutes (RCPIs) to foster training in community policing at the regional level. The COPS Office provides resources to enhance community policing efforts throughout the country. The purpose of this solicitation is to fund the development and dissemination of informative, easy-to-understand, and easy-to-use products and tools that will continue to facilitate the adoption and implementation of community policing and collaborative problem solving.

III. Funding Availability

The COPS Office anticipates providing a total of up to \$600,000 from FY99 funds to award projects in the areas described below. Depending on the fundability of proposals received by the COPS Office, funding amounts may be increased or decreased within categories. In addition, all categories/parts may not receive funding based upon the quality and utility of proposed projects. Awards under this solicitation are not dependent on FY00 appropriations to the COPS Office. Additional projects may be funded from this solicitation with FY00 appropriations if such appropriations are forthcoming. Grants or cooperative agreements are awarded for a one-year period.

Category 1: Collaborative Problem Solving (\$150,000)

Since 1997, the COPS Office has awarded over 450 Problem Solving Partnerships (PSP) grants and 150 School-Based Partnerships (SBP) grants. The purpose of these grants is to provide policing agencies and their community partners with resources that will enhance their ability to use the collaborative problem solving approach to address their focus crime or disorder problems. PSP and SBP grantees are addressing a wide variety of problems, including:

- PSP Program
 - Assault
 - Street-Level Drug Dealing
 - Loitering and Disorder
 - Residential Burglary
 - Auto Theft/Theft from Auto
 - Domestic Violence
 - Commercial Burglary

- Underage Drinking
- Vandalism/Graffiti
- Larceny/Theft
- Driving While Intoxicated
- Disputes

- SBP Program
 - Assault
 - Loitering and Disorder
 - Bullying, Threat and Intimidation
 - Disputes
 - Drug Dealing/Alcohol Consumption on School Grounds
 - Larceny/Theft
 - Vandalism/Graffiti

To continue to enhance the ability of policing agencies and communities to effectively address specific crime or disorder problems the COPS Office seeks proposals to:

Category 1 – Part A. Develop tools to address specific crime or disorder problems.

Problem-specific tools include, but are not limited to: analytical instruments (such as environmental surveys, business and residential surveys, victim and offender interviews, incident report addendums), that will help agencies collect information on particular crime or disorder problems; practical, user-friendly information guides outlining the state of knowledge on particular crime or disorder problems; and/or blueprints on how to apply a problem-solving approach to specific crime and disorder problems. Tools and guidelines on how to implement and sustain problem-solving collaborations between policing agencies and communities/schools that focus on particular crime and disorder problems are also welcome. Applicants may suggest additional tools that would assist policing agencies and community partners attempting to address specific crime and disorder problems.

Category 1 – Part B. Develop problem-solving software.

Implementing a problem-solving approach – for example, one that includes phases such as scanning, analyzing, responding, and assessing – to reduce crime and disorder requires knowledge of the basic strategy and structure of such an approach. Problem-solving software that can help guide police practitioners and community

members through the model to address specific problems and help users develop effective, tailored responses would help meet the need for individualized assistance in applying the problem-solving approach to target problems. Although such software could be used in a training setting, the primary purpose of this type of software would be to serve as a blueprint for taking a problem-solving approach to addressing crime or disorder problems.

Applicants interested in proposing projects in the Collaborative Problem Solving category should propose tools or products that will enhance the ability of policing agencies and community organizations to collect, analyze and understand different types of information that will aid in collaborative problem-solving efforts.

Category 2: Organizational Transitions (\$250,000)

As a policing agency transitions ideologically from conducting traditional policing activities to operating under the philosophies that guide community policing, organizational transformations typically occur that will support the new approach. Such transformations include altering the structure of a department to enable the community policing philosophy and associated functions to be incorporated into the responsibilities of department personnel. To assist COPS grantees in making such transitions, the COPS Offices seeks proposals to do the following:

Category 2 – Part A. Review and describe the major variations in the implementation of community policing among select COPS grantees and compile lessons learned from the ways these agencies are implementing community policing.

Policing agencies have implemented community policing in a variety of ways. Approaches to implementing community policing include the use of specialized units or officers primarily responsible for community policing activities; specialized officers within a particular district with community policing responsibilities; a split-force approach wherein community policing, traditional patrol, and other functions are split between major police divisions; a department-wide orientation; and combinations of the above. Some agencies begin implementing community policing through one approach, and subsequently go on to implement one or more different approaches for a variety of reasons. A compilation of the experiences of selected COPS grantees that have undertaken differing approaches to implementing community policing would help inform other policing agencies that are in the process of

developing and implementing strategies to fit their particular needs. This compilation should review the typology described above and examine the successes, pitfalls, lessons learned, and resulting benefits and drawbacks of each approach.

Category 2 – Part B. Develop a practical, easy-to-understand guidebook for police practitioners on designing and implementing call management strategies to support community policing.

The COPS Office is also seeking proposals on the topic of call management strategies. An important aspect of organizational transition for many policing agencies is the development and implementation of call management strategies that support an agency's community policing goals. Policing agencies have approached call management in a variety of ways, including: managing calls for service through telephone and mail-in reporting systems, delaying police response, scheduling appointments, and tasking non-sworn personnel to respond to lower priority calls. The short-term goal of these strategies has been to free-up officer time for collaborative problem-solving efforts; the long-term goal has been to increase the effectiveness of the police response to community problems.

The COPS Office seeks proposals to develop a call management guidebook that draws upon the promising work and lessons learned by policing agencies in the United States and abroad. The guidebook should serve as a resource for a wide variety of agencies seeking step-by-step assistance in designing and implementing basic call management strategies to support community policing efforts. In addition to providing information on basic call management strategies, the guidebook should include information on cutting-edge experiments with call management initiatives that fully integrate problem-oriented policing concepts into call receipt, dispatch and resolution.

Category 3: Technology (\$200,000)

Through the COPS MORE grant program (Making Officer Redeployment Effective), the COPS Office has provided information technology resources to support community policing operations. Policing agencies nationwide have received and implemented a variety of technology applications, including records management, mapping, and computer-aided dispatch systems. However, the market for law enforcement technology development is largely vendor-driven. There is limited information

about the universe of applications available for police, and many agencies have not had the opportunity to take full advantage of advanced information technology tools due to constraints in both design and utilization. As such, the COPS Office is seeking proposals to:

Category 3 – Part A. Develop guidelines for information technology acquisition and utilization to support community policing.

The transition to community policing has placed additional information demands on state and local police agencies. These demands include the need for real-time data accessibility for problem analysis at the beat/sector level, the capacity for data sharing among multiple components of local government (i.e., public works, sanitation, police, fire), and enhanced mechanisms for the distribution of non-sensitive police records to the public. In order to respond to these evolving needs, COPS grantees have informally requested assistance in the way of minimum-threshold functional requirements for information systems that they can use in strategic and organizational planning.

In response to this growing demand, the COPS Office is seeking proposals for the development of guidelines to meet the evolving information technology needs of policing agencies transitioning to community policing. Applicants interested in submitting proposals under this section should identify the critical elements that an information technology (IT) platform must contain in order to facilitate the successful implementation of community policing and meet these corresponding information demands. Proposals should include an examination of the necessary functional elements for a community-oriented IT platform, the necessary IT components, and the steps to take to ensure successful interface with other local government counterparts. The development of specific technical requirements for IT components (i.e., database architecture, wireless communications infrastructure) are *not* sought under this solicitation.

Category 3 – Part B. Examine applications of information technology among policing agencies.

The ways in which leading law enforcement agencies use data to support management decisions, allocate personnel resources, and implement community policing/problem solving vary considerably. Some agencies have provided information technology (IT) tools to

officers for crime analysis at the beat level, whereas others have placed greater emphasis on making real-time information available to command staff. Given these variations, applicants could propose to compare and contrast various applications of technology in policing agencies, and to assess the subsequent impact on departmental operations, community policing, and ultimately, public safety. For example, applicants could propose to conduct a critical examination of a top-down accountability-based policing model in comparison to a decentralized or problem-oriented policing model, leading to the development of a new IT paradigm for policing structured around the most successful elements of each strategy. Proposed products could include site-specific case studies or comparative documents that include process/impact assessment findings.

IV. Applicant Criteria

Successful applicants must demonstrate a clear understanding of community policing and problem solving principles and processes. Applicants should have extensive backgrounds in the implementation of community policing, including the impact and importance of community participation, and the ways in which the implementation of community policing can bring about organizational changes within policing agencies. Applicants should also be familiar with the uses of technology to enhance the delivery of police services and effectiveness of community policing efforts. Applications must state clearly the goals and methods of the project, project deliverables, and include a task time line for the life of the grant.

Applicants are encouraged to be innovative in their proposals and should collaborate with policing agencies or personnel in the development of applications and in the testing of tools and products to assure their usefulness.

Applicants should meet the following criteria:

1. Possess relevant expertise in the areas of community policing, collaborative problem solving, police management, and organizational change.
2. Possess significant understanding of and experience working with policing agencies operating under the guiding philosophies

of community policing in rural, suburban, and urban jurisdictions ranging from 15,000 to over 1,000,000 persons.

3. Possess significant experience developing tools or products aimed at policing audiences.
4. Possess experience administering federal grants or cooperative agreements of more than \$100,000.
5. Have a proven record of working collaboratively on projects with other organizations.

V. How to Apply

Those interested in submitting proposals in response to this solicitation must complete the required application forms and submit related required documents. Applicants may submit multiple applications within or across categories and parts. For example, an applicant could propose to develop deliverables under Part B of the Organizational Transitions category, and Parts A and B of the Technology category. However, each distinct project must be described in detail in a narrative as discussed below and separate budget worksheets and narratives must be provided for each project. Supporting documentation such as the SF 424, Assurances, Certifications, and Disclosures need not be submitted more than once.

Applicants must include the following information/forms to qualify for consideration:

- Standard Form (SF) 424 - application for Federal assistance
- Table of Contents
- Proposal Abstract (include the category and part under which you are applying)
- Project Narrative/Capabilities (see additional detail in Items #1-6 below)
- Project Time Line (Item #7)
- Budget Detail Worksheet (see additional detail in Item #8)
- Budget Narrative (see additional detail in Item #8)
- Names and affiliations of all key project staff, including subcontractor(s), advisors, and consultants

- Resumes of key project staff (relevant experience for proposed project should be highlighted)
- Assurances
- Certifications Regarding Lobbying, Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements (one form)
- Disclosure of Lobbying Activities

The project narrative should not exceed **15 pages** and should detail the proposed project and the deliverables that will result, including plans to pilot test deliverables with policing agencies to assure the ease of use and utility of such deliverables. The required forms, resumes, time line and budget information do not count toward the page length. Each proposed project must be described in a separate narrative and must be accompanied by a separate budget narrative and worksheets.

VI. Proposal Elements

Capabilities

Project narratives should address the following issues. If you or your organization is proposing more than one distinct project under this solicitation, include a discussion of all items except for Item #4 in each of the project narratives.

1. Describe in detail the project you would undertake. Be specific with regard to the kinds of deliverables that would result and how those deliverables would assist policing agencies implementing community policing and problem solving. Be sure to describe how the deliverables would be pilot tested within policing agencies to assure the ease of use and utility of such deliverables.
2. Discuss your management plan for implementing this project with respect to internal and external management of personnel and resources.
3. Discuss how information collected or products/tools developed under this project could be disseminated to promote the implementation of community policing and problem-solving approaches in the future. Discuss how police practitioners,

community members, and others with an interest in crime prevention could access the products developed under this project.

4. Describe your understanding of and experience with community policing and problem solving. Describe your background and experience in developing tools or other products aimed at facilitating the use of new approaches to crime reduction by policing agencies.
5. Describe your understanding of policing agencies and their culture, as it applies to the focus area addressed in your proposal.
6. Based on your experience with the evolution of community policing and problem solving, please describe the primary organizational obstacles to the implementation of community policing, and how your proposed deliverables would assist COPS grantees and other agencies in institutionalizing community policing and problem solving.

Timeline

7. Provide a detailed one-year task time line to describe the activities included in your project plan.

Budget

8. Prepare a detailed budget and budget narrative for a one-year agreement. Awards are expected to range from \$50,000 to \$350,000, depending on the scope of the initiative and proposed deliverables. The budget may include travel and per diem costs related to collaborating with policing agencies, mailing or telephone costs for information collection, and production, pilot testing, and dissemination costs for all deliverables.

VII. Application Deadline and Page Limit

Applications for this solicitation are due on **September 15, 1999, by 5:00 p.m. EST**. The selected awardees will be notified by phone and letter and should plan to begin meeting with the COPS Office in Washington, D.C. as early as mid-October 1999 to begin work on the project.

Applications should not exceed **15 double-spaced, 12-point typed pages**. Budget materials, letters of support/cooperation, and time lines are considered acceptable appendices and do not count toward the narrative page limit. Please submit an original application package and three copies to:

Office of Community Oriented Policing Services
Program/Policy Support and Evaluation Division
1100 Vermont Ave, NW
Washington, DC 20530 (20005 for express services)
Attn: Stacy Curtis Bushée

VIII. COPS Office Contacts for Assistance

Please contact Stacy Curtis Bushée at (202) 633-1297 or Karin Schmerler at (202) 633-1321 to obtain additional information about this solicitation. Application forms and materials on the COPS Office and its grant programs are also available by calling the U.S. Department of Justice Response Center at 1-800-421-6770 or by visiting the COPS Office Internet web site at www.usdoj.gov/cops.

IX. Notice of Intent to Apply

Please fax a short letter notifying the COPS Office of your intent to apply. The letter should include the category(ies) and part(s) under which the applicant is applying. The letter should be faxed to the attention of COPS/PPSE c/o Stacy Curtis Bushée at (202) 633-1386 no later than September 3, 1999.

The Catalog of Federal Domestic Assistance (CFDA) reference for this program is 16.710.